

Report to: **Salcombe Harbour Board**
Date: **11 July 2016**
Title: **Strategic Business Plan**
Portfolio Area: **Commercial Services – Cllr Gilbert**
Wards Affected: **All**

Relevant Scrutiny Committee:

Overview and Scrutiny Committee

Urgent Decision: **N** Approval and clearance obtained: **N**

Date next steps can be taken: **N/A**
(e.g. referral on of recommendation or implementation of substantive decision)

Author: **A Parnell** Role: **Harbour Master**

Contact: **01548 843791**

Recommendations:

1. That the Harbour Board **RESOLVES** to commence a public consultation of the proposed Strategic Business Plan 2017-2022 with a view to proposing to full Council in September that it be adopted from 1 Apr 17.

1. Executive summary

1.1 The Strategic Business Plan (SBP) articulate the strategic aims of the Harbour Authority and its financial strategy for the next 5 years, including forecast borrowing requirements where necessary. Stakeholder engagement and public support is essential. This report seeks the Board's approval to commence a period of public consultation prior to proposing to full Council in September that it be adopted in time for the 1 Apr 17.

1.2 Our Critical success factors are:

- 1.2.1 Maintaining safety and security
- 1.2.2 Protecting and enhancing the quality of the environment
- 1.2.3 Retaining our reputation
- 1.2.4 Running a financially sustainable harbour

1.3 These will be met through the following key objectives:

- 1.3.1 Improving navigational safety
- 1.3.2 Transforming the Harbour into an eco-harbour
- 1.3.3 Adapting to changing visitor patterns
- 1.3.4 Supporting a thriving local community
- 1.3.5 Employing an engaged and dedicated staff

1.4 The SBP also forecasts the likely annual revenue budgets which sees revenue rising from £1.03m in 2017 to £1.2m by 2022. This increase is the result of capital investment which totals £649k across the life of the SBP. Additionally the SBP identifies potential contingency expenditure which might be required if the work barge and/or fuel barge require to be replaced. Although these appear to be large sums it is important to note that all of these can be supported by sustainable business cases which, if activated, would further increase revenue income.

2. Background

2.1 The second edition of the SBP comes to an end 31 Mar 17 and it is timely that the third edition (covering the period 2017-22) be published. This will set the Authority's strategic priorities and business objectives, and identify the required resources and planning activities required to meet these objectives.

4. Options available and consideration of risk

4.1 There are two available options: publish a 5-year plan or instead publish a series of annual plans. Although the latter meets our minimum legal obligation it increases the risk of incoherency and loss of focus in achieving our longer term strategic aims.

5. Proposed Way Forward

5.1 A period of public and stakeholder consultation is proposed during the peak summer season to maximise exposure to, and feedback from, residents and visitors. The results of this consultation will then be incorporated into a final draft which will be presented to the Board in September, alongside the proposed 2017/18 budget.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	The Pier & Harbour (Salcombe) Confirmation Act 1954

Financial	Y	If adopted the SBP will set the conditions for capital expenditure of up to £649k during the period 2017-2022 with a further £650k spent if certain contingencies arise. Such expenditure will only take place with full Council approval after the submission of the appropriate business cases
Risk		There is a risk that performance and customer satisfaction could fall if the Harbour does not evolved to remain aligned with customer needs and expectations. This is mitigated by articulating a comprehensive strategic business plan which contains a five-year plan to achieve the business objectives
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	The Harbour Authority remain fully committed to E&D
Safeguarding	N	The Harbour Authority remain fully committed to Safeguarding
Community Safety, Crime and Disorder	Y	The SBP proposes enhancements to community wellbeing and safety as well as means of reducing crime and disorder
Health, Safety and Wellbeing	Y	The SBP proposes enhancements to health, safety and wellbeing
Other implications	Y	The SBP proposes enhancements to the environment

Supporting Information

Appendices:

Draft Strategic Business Plan

Background Papers:

None.

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed	Yes/No
SLT Rep briefed	Yes/No
Relevant Exec Director sign off (draft)	Yes/No
Data protection issues considered	Yes/No
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	Yes/No